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MEMORANDUM FOR: Helene Boatner  
C/PES

FROM : Deputy Director for Intelligence

SUBJECT : DI Brochure for New Policymakers

1. I apologize for blindsiding you at staff meeting with my thoughts on a DI brochure for new policymakers and thought it might be useful if I laid out my thoughts on the purpose and content of such a brochure -- which I would appreciate your taking on in addition to all the other things you are doing.

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2. In terms of purpose, as I said at staff meeting, there will be a fairly large number of new policymakers in town in January regardless of who wins the election. In the past, at best, we have relied on calls by Office Directors to establish contact with new policy people and explain to them what we do. Inevitably these are episodic and provide only a narrow window into the Directorate. My intention is that we produce a slick brochure along the lines of the DI recruitment pamphlet that would present in a readable, colorful and attractive way the breadth of what the Directorate does and how a policymaker plugs in and can take advantage of this unique asset, the Directorate of Intelligence.

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3. It seems to me that the brochure should have some sort of general introduction describing what the Directorate does and then a series of substantive tabs. I considered having tabs for each analytic office but that requires the policymaker to match his interests with our organizational structure which may or may not be clear. On the other hand, substantive tabs that would be both regional (Soviet Union, Europe, Africa, Latin America, Asia, and Middle East/South Asia) and functional (international economics, finance, political instability and insurgency, terrorism, narcotics, nuclear proliferation, strategic weapons, etc.) would allow the policymaker to turn directly to the issue of interest or concern to him/her. It seems to me that it would have to be classified secret.

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4. I envision that the introduction would begin immodestly by saying that the DI is the government's principal intelligence research and analysis organization, comprising

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people who draw on every conceivable form of information from the overt to the most sophisticated technical and clandestine means. It would then talk about the breakdown in the Directorate's functions in terms of current intelligence (with pictures of the front page of the PDB and the NID as well as talking about crisis task forces and a picture of a first page of a situation report from one of the past conflicts that we've done that we could run at the secret level. After talking about current intelligence we could then talk about short term responses to policymakers in terms of our preparation of briefings as well as typescripts that respond to specific policymaker requests. Again, examples of these would be photographed and shown. Then it would talk about our production of intelligence assessments and research papers, again giving some photographs of covers of some of these. Finally, it would talk briefly about the preparation of National Estimates and the role they play and how they can be requested.

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5. As far as the tabs are concerned, each of the regional and functional offices would prepare basic information that would talk about the kinds of issues that they address in some detail, give again pictures of some of the products the office has produced as well as the regional publication (and for functional accounts pictures of the covers of things like the IEEW, Terrorism Review, etc.). These would not talk particularly about organization but about the substance of what the office does trying to give the reader a full appreciation of the breadth of the research that we do with a fair number of examples of the category as well as some specific papers. Each section would then either conclude or begin with one sentence simply saying to tap these resources call the Director of whatever the office is and then the black phone number -- no names since those have a tendency to change periodically.

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6. All of this would be on a slick high-quality kind of paper that the recruitment brochure is on. These are just top of the head thoughts on what this document might look like. The point would be to make it quite readable, interesting to look at, and an accurate portrayal of what an extraordinary organization this is and how easy it is to tap the resources here for help and support. It seems to me that at the beginning it wouldn't hurt to blow our horn a little bit in talking about the access that we have to the National Security Council principals and the kinds of things we have done in the past in terms of our contacts with people at the Assistant Secretary and above level -- as well as mentioning the value of contacts at all levels below that so that we understand the policy agenda. The introduction could also deal with the continuing dialogue and particularly feedback both positive and negative from the standpoint of helping them better. It's the kind of publication that ought to be relatively imperishable so that we could use it again and again as new people come into any Administration.

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7. As I said at staff meeting, it seems to me that trying to get a policymaker to sit down for a video tape or to read very much or listen to a briefing is very difficult, particularly for a new person. What we need is something a little like the recruitment brochure that is impossible not to at least read through and the kind of high quality tabs in the recruitment brochure could be repeated. Given all the money and resources we sink into doing our work, it seems to me not a bad idea to commit a small fraction of that to doing a better job of trying to get the policymakers to understand what they have out here and how to make use of it.

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8. My hope would be that these could be printed and available by the end of the first week in January. Think about it a bit and you and Dick and I can meet perhaps this week to decide on how to proceed.

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Robert M. Gates

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